

**Columbia College – 2016-2021 Strategic Plan
Strategic Goals and Objectives**

GOAL THEME: Integrated Education and Enrollment Planning – Target Underserved Populations

GOAL 1 – Increase student success through educational planning and support services.

Accountable Manager: Melissa Raby – Vice President of Student Services

Goal Purposes	Measurable Objectives	Action Plan	Assigned To	Timeline	College Council April 2017 Update
<p>➤ To ensure student success through:</p> <p>1. Strategic educational planning that informs course scheduling and that meets the needs of students.</p> <p>2. Providing support services so that every student has a clear pathway and the means to reach his or her educational goal.</p> <p>3. Maintain and build upon existing high quality support programs through strategic hiring and professional development.</p>	1) Increase percent of students completing their educational goal.	<ul style="list-style-type: none"> Enhance and promote career exploration program targeting students who are undecided and/or do not have an educational plan. Improve tools that assist students in educational planning. Recruit and hire innovative and adaptable staff members to serve as effective team players in promoting dynamic, engaging, and innovative support programs. 	<p>VPSS, Director of Student Success</p> <p>VPSS, counselors</p>	<p>ongoing</p> <p>Fall 2017</p> <p>ongoing</p>	<p>Implemented Fall 2016 and ongoing project</p> <p>Implementation team began Fall 2016; projected completion Summer 2017, with soft rollout utilizing special pops Fall 2017</p>
	2) Increase percent of students completing SSSP core services.	<ul style="list-style-type: none"> Enhance and develop the Student Ambassador program, increasing services provided to students. Create research agenda that identifies indicators of success that can inform the enrollment management plan. 	<p>Associate Dean of Student Equity and Director of Student Success</p> <p>Dir of Research and Research Analyst</p>	<p>ongoing</p> <p>Summer 2017</p>	<p>Completed Fall 2016 and ongoing project</p> <p>Discussions have occurred, will formalize plan Summer 2017</p>
	3) Increase percent of students progressing through basic skills courses.	<ul style="list-style-type: none"> Revise assessment process including setting cut scores for new statewide assessment instrument; creating multiple measures for English placement; and reviewing math common core to re-evaluate multiple measures. Develop path to stats program. 	<p>Associate Dean of Student Equity, Dir of Research, Research Analyst, English faculty, math faculty</p> <p>Associate Dean of Student Equity, Dean of A&S, math faculty</p>	<p>Fall 2017</p> <p>Complete</p>	<p>Statewide initiative was delayed, Faculty have completed multiple measures, currently reviewing mapping and will complete cut scores Fall 2017</p> <p>Course is complete, currently working on articulation issues, projected course offering Spring 2018</p>

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GOAL THEME: Instructional Design and Curriculum Revision

GOAL 2 – Create a balanced instructional environment through effective curriculum revision.

Accountable Manager: Brian Sanders – Vice President of Instruction

Goal Purposes	Measurable Objectives	Action Plan	Assigned To	Timeline	College Council April 2017 Update
<p>➤ Maintain and build upon existing high quality in instruction and student success through strategic hiring and professional development.</p> <p>➤ Create, review and revise curriculum to best serve our students:</p> <ul style="list-style-type: none"> • Timely • Relevant • Transferrable (A& S) • Workforce Prep (CTE) <p>➤ Taking into consideration:</p> <ol style="list-style-type: none"> 1. Student demand, 2. Enrollment trends, 3. Productivity (FTES/FTEF) 4. Program completions, 5. Accreditation, 6. State compliance (Title 5, Ed Code, CCCC mandates), and Program Accreditation & Legal requirements. 	1) Maintain existing indicators of instructional excellence.	<ul style="list-style-type: none"> • Maintain high course success rates. • Promote, support, and develop dynamic, engaging, and innovative classroom instruction. • Configure staff support to optimize student learning and effectiveness of instruction. • Recruit and hire innovative and exceptional faculty members who couple high expectations with high levels of student achievement, helping their students rise to the challenges set before them. • Recruit and hire innovative and adaptable staff members to serve as effective team players in promoting dynamic, engaging, and innovative classroom instruction. 	All – faculty, staff, and administrators	Ongoing	<p>No update on this since January. Will know after spring term.</p> <p>Goal of new Institutional Effectiveness Council will be to promote innovative and effective instruction and professional development.</p> <p>Strategically adjusting staffing – e.g. instructional support for computer area.</p> <p>New faculty being hired in psych/soc/anthro (2 of 3 areas) to support students in multiple areas.</p>
	2) Improve other indicators of effectiveness, particularly program completion rates.	<ul style="list-style-type: none"> • Analyze program completion metrics on state rubrics (e.g. Scorecard). • Develop local reports comparable to state rubrics but with shorter timelines to reflect the impact of recent project implementations. • Develop a multi-pronged plan to bring program completion rates up. 	Deans, VPI, Research Department	<p>Fall 2016 – Annually review progress in early Fall.</p> <p>Fall 2016 – delayed to Fall 2017</p> <p>Fall 2016-Spring 2018</p>	<p>First round completed in fall. Repeat analysis in early fall 2017 to examine progress.</p> <p>Local reports will be developed by Title III programmer hired in late spring 2017</p> <p>First version of plan will be Quality Focused Essay as part of our Institutional Self-Evaluation Report</p>

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<p>Goal 2 Continued</p>	<p>3) Meet accreditation, compliance, and other regulatory regulations, i.e. Education Code, Title 5.</p>	<ul style="list-style-type: none"> Review Program Services and Reduction Process. Develop and Implement a process for reviewing awards (degrees and certificates). Ongoing 5- year course reviews. Utilize the results of SLO assessment as a component of review and improvement of courses, degrees, certificates, and services. 	<p>Academic Senate</p> <p>Curriculum Committee, VPI, Program Faculty</p> <p>Curriculum Committee, Division Deans and Program Faculty</p> <p>SLO Committee, Deans, VPs, faculty, and staff</p>	<p>Spring 2016 -Fall 2016 – Still pending</p> <p>Spring 2016-Spring 2017 (Completed)</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Awaiting results of senate discussions.</p> <p>Established five-year rotation of degrees and certificates for curriculum committee review.</p> <p>Curriculum committee reviewed and updated hundreds of courses in 2016-17.</p> <p>Ongoing need. This item was the focus of our Partnership Resource Team and will be included as part of our QFE in our ISER.</p>
	<p>4) Embrace, obtain, and promote Associate Degrees for Transfer (AB 1440 and SB 440).</p>	<ul style="list-style-type: none"> Ensure adoption of existing AD-Ts in development. Review all new AD-Ts for appropriateness to our college Pursue adoption of appropriate new AD-Ts. Review and adopt CTE Model Curriculum posted on state TMC website. Audit degrees and programs for potential substantive change. Review Distance Ed Addenda against program requirements to determine if programs can be completed online and thereby require substantive change proposals. 	<p>ALO, VPI, Curriculum Chair and Program Faculty</p> <p>Curriculum Specialist and VPI.</p>	<p>Review and consider as each new AD-T is approved.</p> <p>Annually in Spring</p>	<p>Currently pursuing joint AD-T with MJC in Public Health.</p> <p>Considering model CTE curriculum in hospitality management.</p> <p>Submitted Substantive Change to ACCJC for distance education in March 2017.</p>

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<p>Goal 2 Continued</p>	<p>5) Design and publish two- and three- year curriculum maps (aka Model Student Schedules, Program Pathways) to better guide students to and through the most effective and efficient path to program completion.</p>	<ul style="list-style-type: none"> For each degree and certificate, design four-semester (FT)and six-semester (PT) curriculum maps from the student perspective (e.g. a student in program X should take these classes in term 1, 2, 3 and 4). Publish these maps in the college catalog, on the website, on program fliers, and in other student recruitment materials. Develop interactive “program chooser” tool to enable students to explore options for their major and then view proposed schedules. Audit and adjust skills attainment certificates and introductory-level certificates in “stackable programs” to ensure that they properly represent growth of knowledge and skill and that each stepping-off point is sufficient for a corresponding industry workforce expectation. 	<p>VPI, Curriculum Chair, and Program Faculty</p>	<p>Spring 2017-Fall 2017. Publication in 2018-19 catalog.</p>	<p>Instruction to Curriculum Committee: Each course needs to be taught or included in a realistic plan to be taught by the next catalog publication date. Non-taught classes need to be inactivated. Programs need to be condensed in each area to promote student progression through meaningful but streamlined pathways.</p> <p>“We value stability more than variety.” That is, we intend to publish and strongly support a smaller collection of stronger programs designed to be stackable and integrated with workplace expectations and needs.</p> <p>Program chooser tool may be part of Educational Planning Initiative sponsored Hobson’s Starfish tool.</p>
	<p>6) Provide a balanced mix of face to face, hybrid and fully online course options for students.</p>	<ul style="list-style-type: none"> Review current percentage of face-to-face, hybrid and online offerings for student success. Expand online and hybrid options to better serve the needs of Columbia College students and to attend to areas of excess demand from our sister institution (MJC). 	<p>VPI, DE Coordinator</p>	<p>Fall 2016 then ongoing expansion</p>	<p>Dean of A&S has conducted extensive study of offerings and developed a balance of approaches to meet the needs of our current and future students.</p>
	<p>7) Improve instructional design and pedagogy.</p>	<ul style="list-style-type: none"> Provide faculty professional development activities focusing on instructional design and innovative pedagogy. 	<p>VPI</p>	<p>Spring 2017 and ongoing</p>	<p>Behind schedule. This will be one focus of Institutional Effectiveness Council in fall.</p>

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GOAL THEME: Collect and Use Data - Technology and Enhancement

GOAL 3 – Collect, manage, and analyze data driven evidence to facilitate continuous improvement.

Accountable Manager: Brandon Price – Associate Dean of Student Equity & Success

Goal Purposes	Measurable Objectives	Action Plan	Assigned To	Timeline	College Council April 2017 Update
<p>➤ Support continuous improvement through the use of evidence/data supported by robust tools, technology, support and services.</p> <p>➤ Identify, collect, manage, analyze, and provide access to the data needed by internal and external stakeholders to develop, assess, and continuously improve the programs and activities undertaken in support of the college mission.</p>	<p>1) Promote the use of data driven decision making by providing stakeholders access to information needed to develop, assess, and improve programs and activities.</p>	<ul style="list-style-type: none"> The college will provide an effective platform (elumen) to support assessment of student learning. The college will provide members of the campus community with access to tools and training needed to support assessment, accreditation, and enrollment management efforts (Examples: SharePoint, One Note). The college will provide access to tools (dashboards) which enable stakeholders to query and manipulate data related to enrollment, retention, success, etc. Internal stakeholders will be provided a portal to request data or analysis be conducted by the Office of Planning and Research. 	<p>Diana Sunday / Raelene Juarez / Margo Guzman</p> <p>Brian Sanders / Diana Sunday</p> <p>Diana Sunday / Kristin Rascon / Brandon Price</p> <p>Diana Sunday / Kristin Rascon</p>	<p>Spring 2017</p> <p>Fall 2016 and ongoing</p> <p>Fall 2017 and ongoing</p> <p>Fall 2016</p>	<p>The College is employing eLumen to support efforts to assess student progress in meeting course level student learning outcomes, program level student learning outcomes, and institutional student learning outcomes.</p> <p>The College has effectively employed Sharepoint and One Note to support promote the active participation of stakeholders in the institution’s accreditation self-study.</p> <p>The College is developing dashboards to provide stakeholders greater access to data related to enrollment, retention, and success. The “365 Data Portal” has been launched and provides internal stakeholders a platform to:</p> <ul style="list-style-type: none"> Explore and analyze data Design interactive reports Share interactive dashboards <p>https://yosemiteccd.sharepoint.com/sites/cc-research</p> <p>The Office of Institutional Research has created an online research request form to support stakeholder efforts to engage in evidence based decision making.</p>
	<p>2) Provide stakeholders access to data needed to examine institutional effectiveness and engage in effective integrated planning.</p>	<ul style="list-style-type: none"> Stakeholders will be provided with access to a repository of information related to institutional effectiveness including: the college’s Institutional Effectiveness Partnership Initiative (IEPI) goals and outcomes, results of student and community surveys, results of the 	<p>Diana Sunday / Kristin Rascon / Brandon Price</p>	<p>Spring 2017 and ongoing</p>	<p>The website for the College’s Office of Institutional Research provides a repository of information related to the College’s Institutional Effectiveness Partnership Initiative (IEPI) goals and outcomes, results of student and community surveys, and progress on the College’s accreditation self-study.</p>

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<p>Goal 3 Continued</p>		<p>college’s accreditation self-study, results of program reviews, etc.</p> <ul style="list-style-type: none"> Members of the campus community will be provided with information needed to engage in effective integrated planning including: updates on progress in implementing student success initiatives (Student Equity, SSSP, Basic Skills Initiative, Adult Education Block Grant, Strong Workforce Grant, etc.); outcomes data related to student success initiatives; updated local, regional, and national research related to student success. 	<p>Brandon Price / Diana Sunday / Kristin Rascon</p>	<p>Spring 2017 and ongoing</p>	<p>Members of the campus community have participated in, and been provided with updates on, the implementation of the College’s integrated plan for student success which includes initiatives funded by Student Equity, SSSP, Basic Skills Initiative, Adult Education Block Grant, etc.</p>
	<p>3) Engage in data driven decision making to improve programs and activities.</p>	<ul style="list-style-type: none"> Through the program review process, members of the campus community will demonstrate the use of data and evidence to evaluate the institution’s programs and activities. Through the program review process, members of the campus community will demonstrate the use of data and evidence in the development of strategies for allocating resources and continuously improving college programs and activities. 	<p>Diana Sunday / Kristin Rascon</p>	<p>Ongoing</p>	<p>The College is utilizing the program review process to promote evidence based decision making, improve resource allocation, and support continuous improvement of college programs.</p>

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GOAL THEME: Employer Connections – Economic Development and Workforce Training

GOAL 4 – Promote economic development by providing employer/student connections through workforce training.

Accountable Manager: Klaus Tenbergen – Dean of Career Technical Education and Economic Development

Goal Purposes	Measurable Objectives	Action Plan	Assigned To	Timeline	College Council April 2017 Update
<p>➤ Employers prefer and hire Columbia College alumni as their first choice for their workforce because they are highly prepared.</p>	<p>1) Provide student apprenticeship opportunities.</p>	<ul style="list-style-type: none"> Apply for grant funding. Connect with regional and major employers. Plan implementation of funded initiatives. Place student into workplace venues. 	<p>Director Development and CTE Dean</p>	<p>2016-2018</p>	<p>CTE applied for three grant funding's during 2016/2017:</p> <ol style="list-style-type: none"> California Apprenticeship Initiative New Innovative Program Grant – Hospitality – 48 apprentices – \$ 960,000.00 California Apprenticeship Initiative New Innovative Program Grant – Automotive Technology & Child Development – 48 apprentices - \$ 980,000.00 <i>California Apprenticeship Initiative Pre-Apprenticeship Program Grant – not funded.</i> <p>Columbia College Apprenticeship Initiative has connected with regional and major employers, mainly Black Oak Casino Resort, Evergreen Lodge & Rush Creek Lodge, ICES, ATTCA Head Start, Resource Connection, Sonora Ford and Subaru, The Car Doctor, CJDR, and Sierra Motors.</p> <p>The Hospitality Apprenticeship has been fully implemented with 28 apprentices currently enrolled and taking Related Supplemental Instruction and participating in on-the-job training. An additional 24 apprentices will join the program in January of 2018.</p> <p>Funding for the Automotive Technology & Child Development Apprenticeship Initiative has just been received and budget is currently being set up. We are in the recruitment process for two Program Assistants. Recruitment efforts for apprentices are on the way.</p> <p>Several hospitality adjunct faculty have been hired (a total of 9 related positions have been filled).</p>
	<p>2) Respond to employers needs by collecting input and advice in training and curricula that increase employability for student program completers.</p>	<ul style="list-style-type: none"> Continue annual employer survey of employment/employee needs. 	<p>CTE Dean Director of Research</p>	<p>Annually each fall</p>	<p>Employer survey has been conducted in 2015 and plans have been made to continue with such survey during 2017/2018.</p> <p>CTE Outcome Survey to students is conducted annually since 2013 (Summer). Valuable feedback has been collected.</p>

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	3) Increase Workforce learning.	<ul style="list-style-type: none"> Special project funding for 21st Century “soft skills” training curriculum and workshops for CTE students. 	CTE Dean and Grant Support Staff	2015-2017 to develop 2017 and ongoing thereafter	<p>The New World of Work was funded by the California Community College Chancellor's Office Doing What Matters initiative and collaborates with employers, workforce development boards, educators, and research organizations across the country to build 21st Century Employability Skills. 21st Century Skills Video testimonial. https://www.youtube.com/watch?v=ZruHEieJM5U&index=18&list=PLWCjcrQpQiFbzC_I89OSWW9Ecp8gKd6VC Sheila Redoutey has worked closely with Shane Warner and Erik Andal and the student feedback has been very positive. Rajinder Gill, New World of Work 21st Century Skills Director, IDRC Grant at Feather River College is using the work we have done at Columbia College as a model program to showcase throughout the State.</p>
	4) Provide opportunities for student/employer connections.	<ul style="list-style-type: none"> Special project funding for 21st Century “soft skills” training curriculum and workshops for CTE students. Bring high school students and local employers to the Columbia College campus to host and participate in hands-on activities, skill competitions, and work scenarios. 	CTE Dean Program Faculty	Annually, each spring	<p>This was the second year Columbia College has implemented the 21st Century New World of Work, "soft skills." The New World of Work 21st Century Skills is centered around 10 identified soft skills. The New World of Work has researched the skills that will be necessary to compete in the 21st Century workforce. These identified "soft skills" are the following:</p> <ul style="list-style-type: none"> -Adaptability -Analysis & Solution Mind Set -Collaboration -Communication -Digital Fluency -Entrepreneurial Mindset -Empathy -Resilience -Self-Awareness -Social & Diversity Awareness <p>The 21st Century workforce will need these skills to be successful and navigate through a changing paradigm. The emerging worker will no longer experience working for one company, but rather "stint" work, contractual work, multiple job changes, and even changing careers. The implementation started late fall of 2015 and presentations and has concluded Fall 2016. Presentations for both the Fire Science and Automotive Technology students with the cooperation of Shane Warner and Erik Andal were conducted. The presentations are 45 minutes to one hour. The lesson plans and Powerpoints provided by 21st Century New World of Work that have been customized to meet the needs of the students.</p>

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GOAL THEME: Internal and External Communication

GOAL 5 – Expand modes of communication to improve community outreach, information sharing, and marketing efforts.

Accountable Manager: Angela Fairchilds - President

Goal Purposes	Measurable Objectives	Action Plan	Assigned To	Timeline	College Council April 2017 Update
<p>➤ Communication, both internal and external, will address different populations in a variety of modes to ensure timely and effective distribution of information and to enhance outreach and marketing.</p> <p>➤ Internal communication is designed to:</p> <ul style="list-style-type: none"> • Convey direction • Explain processes • Build understanding • Share outcomes of efforts • Provide accountability <p>➤ External communication is intended to:</p> <ul style="list-style-type: none"> • Share information • Promote the college • Publicize campus events • Market programs & services • Recruit and retain students • Provide accountability 	1) Increase communication by mode and target audiences.	<ul style="list-style-type: none"> • Develop communication protocols. • Implement a schedule for regular campus-wide communiques from each Administrative area (e.g. monthly electronic newsletters). • Enhance the use of social media. • Implement Media Preferences survey to students (Interact) and use results for communication planning. • Promote message of “shared responsibility” to inform and be informed. • Develop College Committees Handbook. 	Admin Team Student Services Researcher College Council Academic Senate Classified Senate ASCC Admin Team President’s Cabinet	Summer 2017 Fall 2016 Ongoing Spring 2016 Fall 2016 Annual Updates Fall 2017	
	2) Enhance current outreach efforts.	<ul style="list-style-type: none"> • Develop a mobile “Student Work Showcase”. • Initiate direct contact with parents to share benefits of Dual Enrollment. 	VPI/Deans Assistant Dean	Spring 2018 Fall 2017	
	3) Increase outreach to underserved populations.	<ul style="list-style-type: none"> • Connect with charter schools and Home School students. • Hold planning session with Workforce Investment Board to develop some common goals. 	Assistant Dean VPI/Deans	Fall 2016/Spring 2017 Spring /Summer 2017	
	4) Establish an annual marketing plan.	<ul style="list-style-type: none"> • Develop annual marketing priorities. Identify intended outcomes and assess twice per year. • Look for billboard site. • Develop a schedule for regular press contacts (releases, stories, op-eds, radio spots, etc.) to keep the college visible. 	Admin Team President’s Cabinet	Fall 2016 Annually In summer	

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Goal 5 Continued	5) Increase the visibility of the college throughout the service area.	<ul style="list-style-type: none"> • Schedule college reps attendance at community events. • Regular staff presentations to community organizations. • Look for billboard site. 	President's Cabinet	Ongoing Schedule each Academic Year Until located	

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GOAL THEME: Master Scheduling – Enrollment Management

GOAL 6 – Create a comprehensive class schedule focused on the retention and recruitment of students for effective enrollment management.

Accountable Manager: Brian Sanders –Vice President of Instruction

Goal Purposes	Measurable Objectives	Action Plan	Assigned To	Timeline	College Council April 2017 Update
<ul style="list-style-type: none"> ➤ To provide students a class schedule designed to facilitate clearly-defined pathways from application to graduation. ➤ To establish and ensure reliability of offerings. ➤ To balance variety and viability of offerings. ➤ To reduce the number of cancelled classes each term. ➤ To improve productivity overall 	<p>1) Establish an over-arching schedule built upon a viable and reliable “two-year plan” architecture that takes into account both transfer and CTE program needs, providing robust options, while maintaining viability of offerings.</p>	<ul style="list-style-type: none"> • Adopt scheduling software solution to build course offerings in support of students’ selected educational plans. • Utilize curriculum maps to produce a two-year, rotating schedule designed to meet students’ program needs. 	Vice Presidents, Deans & Software Implementation Team	Fall 2016 groundwork, Spring 2017 implementation (Fall 2017 finalizing curriculum maps)	Behind schedule. Need to determine appropriate scheduling tool. Curriculum maps still need to be developed.
	<p>2) Adjust scheduling practices to improve reliability of course offerings, ensuring a stable environment and contributing to improved student retention, persistence, and program completion rates and improved productivity.</p>	<ul style="list-style-type: none"> • Schedule CTE programs to provide common class block gaps, for use by students to meet GE requirements. • Schedule a rotation of appropriate GE offerings in large lectures to meet CTE students’ needs. • Schedule interwoven science and mathematics offerings to provide common class block gaps for GE. Use them as above. (GE block for science majors may not be the same as that for CTE students – different GE options needed). • Schedule interwoven GE and majors coursework in non-STEM areas of the Arts & Sciences to provide sufficient and stable offerings, enabling students to progress through their programs. • Build science and CTE lec/lab combos with stacked lectures whenever possible to maximize efficiency for students and improve the college’s productivity (FTES/FTEF). 	<p>Deans and VPI</p> <p>Dean of CTE & VPI</p> <p>Dean of Arts & Sciences & VPI</p> <p>Dean of Arts & Sciences & VPI</p>	<p>Prepared for publication by December 2016 (Tied to guided pathways ideas)</p> <p>Spring 2017 Schedule (On schedule)</p> <p>Spring 2017 Schedule (On schedule)</p> <p>Fall 2016 & Spring 2017 Schedules (On schedule)</p>	<p>Scheduling practices have improved. Productivity (FTES/FTEF) has improved in both divisions. However, we need to continue improvements. The ties between CTE and A&S need to be strengthened even more so the college can provide the GE classes at times needed for CTE students.</p>

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<p>Goal 6 Continued</p>	<p>3) Ensure that off-campus classes are scheduled according to college priorities and to fulfill a thoughtful plan.</p>	<ul style="list-style-type: none"> Define the purpose and scope of each off-campus class location, including Vallecito, Sierra Conservation Center, Oakdale, Jamestown, and Sonora. Specify the limits on offerings by location. (e.g. The college will offer introductory math, English, and ESL and a rotation of non-science GE lecture classes at this location. Science offerings will be limited to the main campus or possibly online.) Publish a two-year rotation of offerings for each location, aligned with the purpose and scope of the site. 	<p>VPs</p> <p>Deans and VPs</p> <p>Deans and VPs</p>	<p>Fall 2016 (Work continues in Fall 2017)</p> <p>Fall 2016 (Completed)</p> <p>Spring 2017 – Fall 2017</p>	<p>Enrollment Management committee has developed preliminary scope for Vallecito and Oakdale. Other areas are harder to define. SCC is close to finalization.</p> <p>Limits will be incorporated into plans above.</p> <p>Two-year rotation for each site is not quite finished. Not ready for publication yet.</p>